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CENTRAL INTELLIGENCE AGENCY

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TRAINING BULLETIN

[redacted]

31 March 1953

SUBJECT: Remarks of Allen W. Dulles

1. Mr. Allen W. Dulles, at the Ninth Agency Orientation Course, on 13 February 1953, spoke to Agency personnel for the first time as the Director of Central Intelligence.

2. It is believed that Mr. Dulles' remarks will be of general interest throughout the Agency and are attached hereto for the information and guidance of all concerned.

3. Branch Chiefs are requested to circulate this document, as appropriate, and ensure its return for retention and security control in their respective Offices.

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[redacted]
MATTHEW BAIRD
Director of Training

Attachment: 1

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REMARKS OF

MR. ALLEN W. DULLES

AT THE

NINTH ORIENTATION COURSE

13 February 1953

* * * * *

I had a rather pragmatic introduction to intelligence in World War I, and from then on I have had a taste for it that I never have seemed to be able to get out of my system; and it looks as though now I have it in my system for good and all. I look upon this, as far as I am concerned, as a continuing job. That, of course, is subject to the pleasure of the President, and reasonably good behavior and some performance on my part.

Some years ago, Bill Jackson and I sat down and spent a good bit of a year, with such experience as we had behind us, in outlining the kind of organization that we felt should produce intelligence, provided you could get the key thing you need, trained personnel. That general blueprint is, I believe, sound. General Smith and Bill Jackson, and to some extent myself, during the past two years, with the able help of many others, have been trying to put that blueprint into effect. Naturally we have changed it here and there, but by and large, we have today, I believe, a working organization. We have a pattern which can produce intelligence. That is why the work that Matt Baird in the Office of Training and those that work with him is so important, because no blueprint of this kind is of any value whatsoever unless we have trained people to carry it out.

What I think has been accomplished over the past few years, as far as this Agency is concerned, is the gaining of the cooperation and confidence of other intelligence agencies throughout this government. We are now a team. We are working as a team. When we find there are problems, we have the machinery to work them out. We can start from today with that, I believe, as an assured and solid basis. I think, too, we have a workable organization, dividing our own functions up as they reasonably should be divided, between the covert and the overt, between the production of intelligence, ending up in the finished product of the National Estimates, and what is done on the covert side on the collection of intelligence.

Very largely thanks to General Smith, we have, I believe, a secure position--no, secure is too strong a word--we have a respectable position insofar as public opinion is concerned. But we can never rest on that. It is only by performance that we can maintain our

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position. We are going to make mistakes, and those mistakes will find their ways into editorials and columns of the press. That we can take, if we have a solid performance to counter-balance it. I wouldn't want to believe in an organization or be a part of an organization of this kind that was afraid to make mistakes, because if you're afraid of that, you're afraid of doing things. And we are in a dangerous game. The only thing that we have to do is to put our best judgment into each thing that we attempt.

And further, I think we have reached a point where intelligence is no longer a stepchild. Intelligence has really now found stature throughout this government. One of the most encouraging evidences of this is the willingness and desire of General Cabell, whom I consider one of our most outstanding officers in intelligence, to come with us and make intelligence a career.

Now, that is where we stand today. It is a very, very fine heritage and we must carry it on. We can only do that if we develop the highest professional standards. I'm not interested in numbers. I hope we can cut down on numbers, and maybe that is not only a hope, maybe we'll be forced to; the pressure in government now is to cut down, and I think it is a proper pressure. I hope this Agency will be known as the hardest agency of government to get into. And I hope that we will be able to build up the reputation that we have one of the lowest turnovers in government.

We want to build this as a career service. You know our plans for that. We don't want people here that only come for a few years of training and experience, because they think it may be a glamorous occupation. It is, I think, the most exciting occupation and the most exciting career that one can have. But it is a career, and you must face it very frankly, in which anonymity is important. The satisfaction has largely got to be in the fact that you are accomplishing something vital for the government and that in doing that you will have also some of the most interesting types of work that any people can have. It's rather against American traits, you know, not to tell what you're doing, not to be able to boast of accomplishments, and for that reason, I think, in some ways it is harder in this country, because of our background and training, to build an intelligence service than in some of the countries in Europe. But we are learning and must learn, and I am gratified by the extent to which so many of you throughout the Agency are devoting yourselves to this, selflessly, knowing what the work entails.

I think I can say that I haven't in my head at the moment any great new plans of reorganization. Don't worry about that. Let's go ahead on the blueprint that we have and only as time proves that changes are wise put them into effect.

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It is an unwritten rule that one does not quote the President but I think I'd be justified in breaking that rule on this point. President Eisenhower said to General Cabell and me the other day, very earnestly: "Your agency has the largest amount of unvouchered funds of any agency in government. I realize that it is necessary that you have them. But those unvouchered funds must be a sacred trust; and you must see to it that there is no abuse of the confidence and privilege which is reposed in you and in the Agency in handling those funds." I want that word to go right through this Agency. I'm going to watch the use of unvouchered funds with the greatest care and see that they can be justified in their expenditure just as much as other funds, even though we have the privilege of not advertising how we spend them.

In our work, anybody can make mistakes, that I realize. But the one unpardonable sin and where we have gotten into difficulty sometimes in the past is to try to cover up as among ourselves mistakes that are made. And that is one thing I want to impress on you. If you make a mistake, that will probably be forgiven. If you try to hide mistakes, so that proper and prompt action cannot be taken to correct them, there is no real excuse for that. And anyone in this Agency, too, has the right to be heard. General Smith, as you know, has established the Office of the Inspector General. While frivolous appeals over the heads of one's immediate superiors are a bad practice, there is there an appeal open to anyone in the Agency, if he has suggestions to make, or if he feels that injustices are being done.

I hope, personally, to try to establish personal relations with as many as possible in the Agency. One of the first things I want to do is to go around and travel among our far-flung buildings, much too far-flung and much too numerous, and get to know everyone as far as I can personally. Among the first things I'm going to work on is the improvement of the conditions under which we work and the provision of a new building so that we can add greatly to our efficiency and to the security of the Agency as a whole.

We have today, in the field of intelligence, the greatest challenge that intelligence has ever faced. I've often talked to you about some of my experiences in World War II when I was in Switzerland, working into the enemy countries, Germany and Italy. That was child's play in comparison with the task of getting intelligence with respect to our present main target, Soviet Russia. We've got to be a lot better than we were. We've got to be a lot wiser. We've got to develop new techniques. That is one of the reasons why training is so essential. It is one of the parts of the Agency that I will back to the hilt. The Iron Curtain is a real curtain against intelligence and it's being increased and improved every day. Berlin is really being cut in half. Satellite countries are being protected from contact with the west by every means, mechanical and technical and otherwise. That is the challenge, and it's up to us to make the response. We have in this country the men and women with the ability and courage to do it, and I consider it a great privilege to be with you in trying to see that it is done. Thank you very much.

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